

~~SECRET~~

6 Sep 62

DD/P Staff

9 August 1962

DeB & RH.

Will try new form
as is for year
If not satisfactory
then some changes
will be made

MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Numerical Ratings Applied to Fitness Reports
During Calendar Years 1960 and 1961

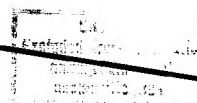
1. The attached charts indicate the numerical ratings which were applied to fitness reports of Clandestine Services personnel (for over-all performance) during the calendar years 1960 and 1961. Similar records are not readily available for 1962 because numerical ratings were discontinued upon approval of the new fitness report form which was placed in use in July 1962. The Chief, Clandestine Services Personnel Division, states that numerical ratings of personnel of other Agency components for calendar years 1960 and 1961 are similar to those of the Clandestine Services.

2. TAB A shows the distribution of numerical ratings by grade groups through GS-13 (GS-1-5; GS-6-8; GS-9-11; and GS-12-13). Records were not maintained for grades GS-14 and above because there are substantial numbers of memoranda in lieu of fitness report forms for personnel at this grade level, which would limit the usefulness of such records. TAB B is a composite of TAB A and shows the numerical ratings (for over-all performance) of fitness reports of all Clandestine Services personnel up through grade GS-13 received in calendar years 1960 and 1961.

3. The mean numerical rating applied to grade groups in 1960 and 1961 was 4 (performance clearly exceeds basic requirements) for employees up through GS-11, and 5 (performance in every important respect is superior) for employees in grades GS-12 and 13. The mean for all grades was 4.36 in 1960 and 4.41 in 1961.

4. It will take time for supervisors, reviewing officials, and employees to learn precisely what was meant by the several adjective ratings (weak, adequate, proficient, strong, and outstanding) used in the new form but it is assumed that the mean may be between "proficient" and "strong" which describe the employee's performance as

25 YEAR RE-REVIEW



SECRET


"Performance is more than satisfactory. Desired results are being produced in a proficient manner."; or, "Performance is characterized by exceptional proficiency."

5. During 1961 and 1962 emphasis was placed upon the narrative description and evaluation of employees. No attempt has been made to relate this narrative to a numerical rating. The narrative is supposed to include an explanation of very low or very high numerical ratings in order to give reviewing officials a better understanding of the intended meaning of numerical ratings applied by supervisors.

6. The new fitness report form substitutes five alphabetical ratings for the six numerical ratings (over-all performance) and seven numerical ratings (specific duties) contained in the previous form. The new form seems to encourage even greater emphasis upon the narrative content of the report. A copy of the new fitness report form is attached at TAB C and a copy of the previous form is attached at TAB D.

7. Experience with previous fitness report forms indicates that a considerable period of time is required to acquaint users with the intended purpose of new instructions regarding narrative comment, and numerical or adjective ratings. It is recommended that the new fitness report form be given a thorough test before supplemental instruction and advice is given to supervisors regarding adjective or numerical ratings or means. The means established by use of the old fitness report form appear inapplicable to the new form.

25X1


Special Support Assistant/IDS

Attachments:

1. TAB A - Distribution of 1960-61 Fitness Report
Ratings by Grade
2. TAB B - Distribution of 1960-61 Fitness Report
Ratings for Over-All Performance
3. TAB C - New Fitness Report, Form 45
4. TAB D - Previous Fitness Report

SSA-DD/S

VRT:vld (8-8-62)

Distribution:

- Orig & 1 - Addressee
1 - ADD/P w/o att.
1 - SSA-DD/S subj ✓
1 - SSA-DD/S chron

212